

## Scope of Work

### Media Campaign Services to be Performed:

- A. Provide a comprehensive Covid-19 vaccine campaign plan in support of the following priorities:
- 1) Develop a strategic, overarching approach for public health messaging handling the vaccine rollout, navigate through continued Covid-19 uncertainty, and counter misinformation and disinformation.
  - 2) Develop a statewide strategic, media campaign that is cost efficient and maximizes reach of essential workers, Hispanic/Latinos and African American/Black populations, and other target groups determined by CDPH, based on internal and external research, including presenting CDPH market analysis to provide information about specific target audiences, market segmentation, most effective media placement recommendations, advertising effectiveness analysis, how to best position CDPH COVID-19 vaccine advertising messages relative to other social marketing and advertising campaigns, and the relative merit of selected strategies and messages.
  - 3) Prioritize campaign's goals and objectives and emphasize public health strategies and tactics to ensure users are reached where they consume information in multiple languages, using Medi-Cal's threshold languages as a guide (i.e., English, Spanish, Chinese, Korean, Vietnamese, Armenian, Cambodian, Farsi, Hmong, and Tagalog).
  - 4) Target California's essential workers, Hispanic/Latino and African American/Black populations and other target populations specified by CDPH in order to increase education and adoption of the COVID-19 vaccine.
  - 5) Manage vendors and subcontractors, as needed.
  - 6) Build upon the existing public awareness campaign assets, primarily social and digital, and utilize the current branding.
  - 7) A project management and monitoring plan for keeping CDPH apprised of all advertising activities, current personnel and subcontractors responsible for activities, and monitoring the effectiveness and cost efficiency of these activities. At a minimum, weekly status and insight reports and monthly budget summaries will be provided by the Contractor to CDPH, in a format approved by the State's Contract Manager or Contract Manager's designee, with additional reporting required at the discretion of CDPH during peak activity periods. Weekly status reports from the Contractor and subcontractors shall contain the following information at a minimum:
    - a. A list of open work orders, projects, and timelines, including, but not limited to: planning, research, creative development and production, pre- and post-testing of ads, talent fees; advertising traffic and placement, and technical assistance.
    - b. Status of progress and accomplishments for each work order and project.
    - c. Description of steps remaining for completion of each work order and project, and the date each step will be completed.
    - d. The names of primary and alternate Contractor staff assigned to coordinate and implement the work order or project.

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- e. Date of the status report and distribution list.
  - f. Provide at minimum weekly oral status reports by telephone conferences regarding activities of the multicultural advertising campaign. Any subcontractors deemed necessary shall participate directly in status calls.
  - g. The most current written ad status report required above shall be used as the agenda for the conference calls.
  - h. Provide briefings to leadership that presents information and rationale on proposed campaign as needed.
  - i. Provide technical assistance and training to CDPH and partner organizations as needed.
- B. Conceptualize, develop, pre-test, and produce advertising campaigns and assets, including activities such as:
- 1) Develop creative brief(s), including campaign strategy statement outlining potential settings, messages, message variables (tone, appeal, etc.), and key messaging.
  - 2) Secure the most cost-effective licensing buy-outs and talent agreements.
  - 3) Creative production should emphasize no or minimal live action production shoots.
  - 4) Anticipate changes based on consumer research, public health recommendations and/or scientific advancements.
  - 5) Ensure that facts in new ads are valid and consistent with scientific direction from CDPH. Obtain legal review and network clearance of ads, prior to production.
  - 6) Maintain, develop, and update content and materials for websites and interactive digital assets:
    - a. Create content and graphics to support the maintenance of landing pages.
    - b. Provide graphic design, copy-writing, editing, and related services needed for digital assets. Content shall be designed to optimize the user's experience across web platforms, including the growing number of mobile/device users.
    - c. Upon review and CDPH approval, if needed, develop campaign branded landing pages strategically designed to further engage the user to provide a comprehensive educational experience.
  - 7) Provide social media content to optimize the user's experience across social media platforms.
  - 8) Provide culturally appropriate translation and adaptation services and coordination. The Contractor must provide in-language communication assets.
  - 9) Deliver all produced advertising in requested formats (native files) to CDPH, for the purpose of archiving, in accordance with the CDPH library cataloging format to be provided by the Contract Manager or Contract Manager's designee.
  - 10) Upon request, create taggable versions of ads for use by state and local programs.
- C. Create media buying plans that align with the strategic plan and effectively reach campaign specific target populations, including:

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- 1) Negotiate the most cost-effective media placement to maximize target audience exposure with the recommended mediums to best reach target populations.
  - 2) Ensure media placement begins rapidly after the contract start date, and which utilizes tailored/existing assets where possible.
  - 3) Collaborate with CDPH staff to consult best practices, evidence base, and outcomes of previous campaign efforts for decisions about obtaining adequate Gross Rating Points and campaign intensity levels.
  - 4) Reports on the advertising campaign's implementation and outcomes, including media monitoring and optimization, summarized quarterly media buy reports and post-analysis, and a summary evaluation of the effectiveness of media placement.
  - 5) Detailed reports of media placement to be provided in a spreadsheet, upon request, that shall provide detailed information on actualized media:
    - a. Total impressions delivered, as applicable to each advertising medium.
    - b. Actual ratings delivered, as applicable for broadcast media.
    - c. Target demographics, e.g., age, gender, racial/ethnic group used for planning and reconciling media performance.
    - d. Detail by vendor, network or station for each designated media market (DMA), as applicable.
    - e. Dayparts by market, as applicable. Days aired and time(s) of day, upon request.
    - f. For digital, the click-through rates and cost per click or the agreed upon key performance indicator.
    - g. Third party measurement and detailed viewer data, as available, when requested by CDPH.
- D. Provide detailed media monitoring and tracking analysis designed to evaluate campaign recall, effectiveness, and attitude and perception change produced as a result of associated COVID-19 efforts and campaigns:
- 1) Develop, implement and maintain procedures for evaluating the effectiveness of the advertising campaign, including the content and emphasis of its strategic components.
  - 2) Evaluations of the effectiveness of media placement strategy and of creative, as follows:
    - a. All focus group and online research materials and reports.
    - b. Post buy report and analysis of ad effectiveness.
    - c. Key website and digital metrics.

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- E. Develop and execute a culturally competent, multilingual public relations strategy to engage diverse communities, handle crisis communications, and deploy rapid response messages.
- 1) Develop, implement, manage, and evaluate statewide and regional media relations and outreach activities to increase education and public awareness.
  - 2) Create full array of public relations materials necessary for the Covid Vaccine Campaign, including web content, media outreach, spokespersons, community outreach, etc.
  - 3) Create and execute a social media strategy including, content creation, messaging, community management, and social listening.
  - 4) Develop and execute a community engagement strategy, including preparing culturally competent and multilingual materials reflective of the populations that will utilize the resources.
  - 5) Coordinate and collaborate with the advertising partner(s) of the media campaign, as requested by the Contract Manager or Contract Manager's designee. This coordination may include, but is not limited to:
    - a. The integration of key messages from the advertising campaign and public relations activities.
    - b. Leveraging added-value opportunities with stations and publications.
    - c. Provide communications support – content review, key message development, media outreach - of advertising campaign launches.

## F. Work Orders

The Contractor shall perform the services in this Scope of Work (SOW) according to the work order specifications in this section.

- 1) *Definitions:* "Work orders" are the detailed descriptions of services and deliverables to be provided pursuant to this agreement and a comprehensive plan, budget, and timeline for providing each service or deliverable. For purposes of this agreement, "services" and "deliverables" include, but are not limited to, items listed Services to be Performed.
- 2) *Due Dates:* Work orders for ongoing activities will be due within 30 calendar days of the start of this agreement and on June 1 of each state fiscal year (July 1 through June 30) thereafter. Work orders for quarterly media purchases should be submitted as soon as media plans are approved. Work orders for intermittent activities and special projects will be developed and submitted as requested by the Project Representative. The Contractor will receive at least ten calendar days' notice from CDPH to prepare and submit a work order for intermittent activities, special projects, and production.
- 3) *Contractor Responsibility:* The Contractor is responsible for submitting work orders for all work performed under this agreement, including any services and deliverables performed or provided in whole or in part by subcontractors or consultants. Subcontractors and consultants shall not submit work orders directly to CDPH. Work orders for work to be completed by subcontractors or consultants shall be signed and submitted by the Contractor. Any work performed by the Contractor or its subcontractors or consultants that is not covered by a CDPH-approved work order is at the Contractor's own risk.

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- 4) *Required Information:* The work order shall include at a minimum the following:
- a. Contract number 20-10810, Contractor's name, date submitted, and a unique work order name and number assigned by the Contractor.
  - b. A description of the target audience(s) and the strategy and objective of the services and deliverables to be provided by the Contractor under the work order.
  - c. A detailed description of the services and deliverables to be provided during completion of the work order, including, but not limited to, as applicable: detailed activities, key milestones, evaluation methods and final deliverables.
  - d. Identification of any service(s) or deliverable(s) to be provided by a subcontractor or consultant and the name of the subcontractor or consultant.
  - e. The time period covered by the work order and a detailed timeline for completion of the service or deliverable.
  - f. A detailed work order budget based on the Contractor's Cost Proposal, including any mark-ups to be charged and the line items they apply to.
  - g. A description and estimate of any ongoing expenses, including, but not limited to: talent, photography, music, storage, and interactive digital content, maintenance and updates of an existing web site—which would be necessary to maintain the deliverable and preserve its availability for use. Detail of buyouts or period covered for each element should be included.
  - h. Contractor representative's printed or typed name and signature and date signed.
  - i. Blank spaces for the Project Representative's printed or typed name and signature and date signed.
- 5) *CDPH Review:* The Project Representative shall review the Contractor's proposed work order and may require the Contractor to revise portions or all of the proposed work order to the satisfaction of Project Representative. The Project Representative and the Contractor shall consult and negotiate in good faith to reach agreement on work orders.
- 6) *CDPH Approval:* The Project Representative's signature approval of the work order shall constitute the Contractor's authorization to provide the work order's service or deliverable under this agreement. Approved work orders shall become a part of this agreement without need for a formal amendment, and, as such, the terms and conditions of this agreement shall apply to the services performed under these work orders. The Project Representative may require changes to approved work orders without a formal amendment to this agreement.

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- 7) *Work Order Termination:* The Project Representative may terminate, prior to or after submission and approval, a work order, in whole or in part, for any reason. Termination shall occur if the State no longer desires the service(s) or deliverable(s), due to program changes or lack of funding, or other unforeseen circumstances. The Project Representative shall notify the Contractor in writing whenever a work order is terminated and shall negotiate in good faith with the Contractor to determine the payment for any work completed under the work order prior to termination. The notice of termination shall include the effective date of termination of the work order. If agreement on a payment amount is not reached, the Contractor shall follow the procedure described in Section 4 of Exhibit D, "Dispute Resolution Process."

## 2. **Rejection or Reduction of Tasks, Activities, or Functions**

If full funding does not become available, is reduced, or CDPH determines that it does not need all of the services described in an approved work order, CDPH reserves the right to request an amended work order from the Contractor for reduced services.